
Alexandria Police Department

2020-2022
STRATEGIC
PLAN

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CHIEF'S MESSAGE

In our commitment to keep the City of Alexandria informed and engaged it is with great pride I present you the 2020-2022 Department's Strategic Plan. This plan continues to evolve and is a living document which is constantly reviewed, updated to ensure the objectives of the agency are successfully achieved. Its success requires a commitment from all stakeholders to keep the agency focused on what the organization wishes to accomplish and develop the best route to ensure its success.

The Alexandria Police Department (APD) has adopted the following broad strategic initiatives to shape its planning efforts through 2022. These initiatives offer guidance to the Department's managers in developing specific goals and objectives related to the assigned programs.

The Police Departments Strategic Initiatives are:

We are mission driven. We strive to keep our community safe by protecting lives, preventing, and investigating crime, and improving the quality of life within the City of Alexandria. Our efforts include effective patrol, thorough investigations, emergency preparations, as well as, traffic safety/parking enforcement and education. These services will be provided with sensitivity to individual neighborhood needs and diversity of our City.

We believe in maintaining police legitimacy within our community. We have adopted the 21st Century Policing philosophies and strive to engage our community at all levels in a fair, objective, and respectful manner. We will appreciate the interests of our neighborhoods and the diversity within our community and our programs will be delivered in an equitable fashion. Each of us in APD shares this responsibility which requires us all to be mindful of community perspectives and expectations. It also requires us to all be engaged in this effort.

We are responsible for efficient and effective use of the resources provided by the City of Alexandria. This would include the effective management of our personnel, fiscal, technology, data and related program resources assigned to APD. We can accomplish the effective use of our resources by incorporating teamwork in our everyday responses to issues and by eliminating barriers that are not compatible with a comprehensive team approach.

We believe our APD staff are our most valuable resource. We strive to ensure they are effectively trained and are professionally developed consistent with the departmental mission. This starts with recruiting and initial training. It also involves the retention of all our professional staff. We are committed to developing a diverse APD workforce which appreciates the unique characteristics of our diverse community. We are also committed to the physical and mental wellness of our employees.

MISSION STATEMENT

The mission of the Alexandria Police Department is to provide competent, courteous, professional and community-oriented police services. We are committed to maintaining and enhancing a strong and productive partnership with the community to continue to prevent crime, enforce law, maintain order, and improve the quality of life in Alexandria's neighborhoods. We are dedicated to protecting life and property while assuring fair and equal treatment to everyone.

VALUE STATEMENT

The Alexandria Police Department exists to serve our community. Our primary responsibility is the service to our community. We will respond to our community's needs enthusiastically and professionally.

In fulfilling our mission, we need the support of our citizens and elected officials in order to provide the quality of services our values commit us to provide.

We, the members of the Alexandria Police Department, value:

HUMAN LIFE

We value human life and dignity above all else. We give priority to situations which threaten life. We use force only when necessary. We treat all people with courtesy and respect. We are compassionate and caring.

INTEGRITY

We believe integrity is the basis for community trust. We are honest and truthful; we are consistent in our beliefs and actions. We hold ourselves to high standards of moral and ethical conduct. We are role models for the community.

THE LAW AND CONSTITUTION

We believe in the principles of our constitution. We recognize the authority of federal, state, and local laws. We respect and protect the rights of all citizens. We treat all persons fairly and without favoritism. We are knowledgeable of the law. We enforce the law. We obey the law.

EXCELLENCE

We strive for personal and professional excellence. We do our best. We have a vision for the future. We seek adequate resources: staffing, facilities, equipment, training, salaries, and benefits. We recruit and hire the best people. We train and develop our employees to their highest potential. We are committed to fair and equitable personnel practices. We provide organizational mobility. We recognize and reward good performance. We support reasonable risk taking and are tolerant of honest mistakes. We are receptive to new ideas and to change. We lead by example.

ACCOUNTABILITY

We are accountable to each other and to the citizens we serve; they are the source of our authority. We communicate openly and honestly among ourselves and with the community. We understand the importance of community values and expectations. We acknowledge our mistakes and are open to constructive criticism. We manage our resources effectively. We thoroughly investigate complaints against our employees.

COOPERATION

We believe that cooperation and teamwork will enable us to combine our diverse backgrounds, skills, and styles to achieve common goals. We work as a team. We understand our role in achieving department and community goals and objectives. We share our responsibility to serve the citizens of Alexandria with many other agencies and organizations. We strive to understand those who

disagree with us. We seek the help and cooperation of others. We seek to resolve conflicts. We rely on community support and involvement. We work toward realistic, mutually agreed upon goals.

PROBLEM SOLVING

We are most efficient when we help identify and solve community problems. We work to anticipate and prevent problems. We give high priority to preventing crime and helping citizens feel safe. We actively seek opinions and ideas from others. We plan, analyze, and evaluate. We recognize that crime is a community problem. We listen to problems and complaints with empathy and sensitivity. We seek innovative solutions.

OURSELVES

We are capable, caring people who are doing important and satisfying work for the citizens of Alexandria. We respect, trust, support, and care about each other. We enjoy our work and take pride in our accomplishments. We are disciplined and reliable. We keep our perspective and sense of humor. We balance our professional and personal lives. We consult the people who will be affected by our decisions. We have a positive, "can do" attitude. We cultivate our best characteristics: initiative, enthusiasm, creativity, patience, competence, judgment, compassion, and understanding.

VISION STATEMENT

We are committed to maintaining and enhancing a productive partnership with the community to continue to reduce crime and improve the quality of life in all Alexandria neighborhoods. We are dedicated to protecting life and property while assuring fair and equal treatment to everyone.

COMMITMENT STATEMENT

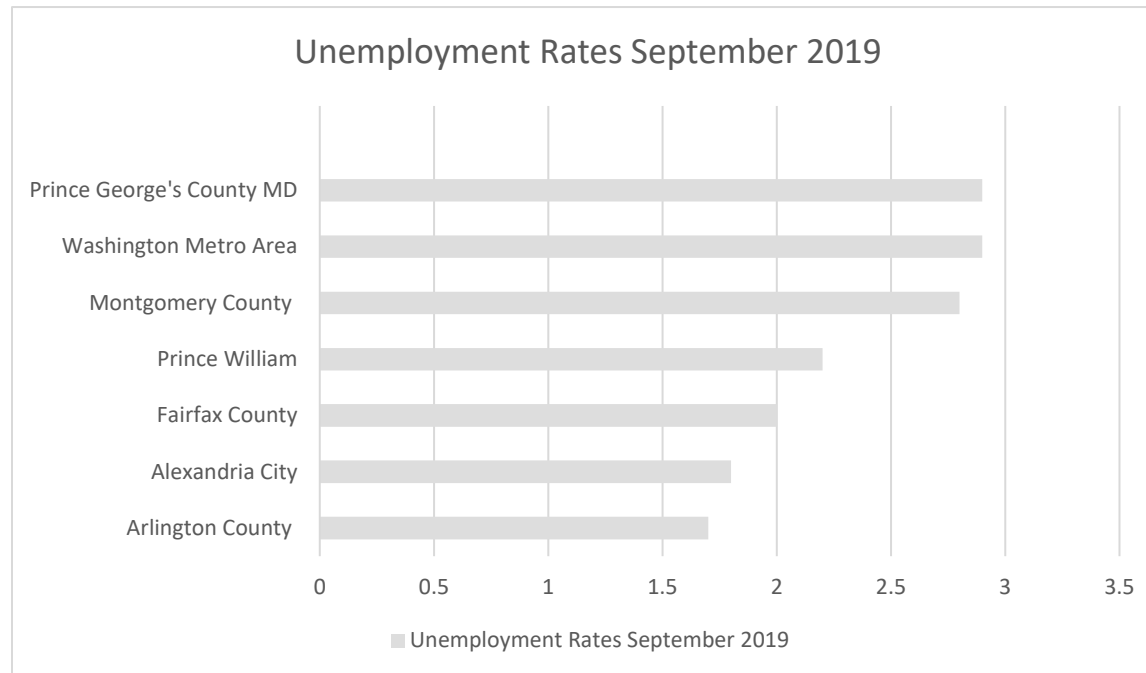
The Alexandria Police Department has developed a system for evaluating progress made toward the attainment of the goals and objectives set forth in this document. The document will be reviewed at least quarterly and documented semi-annually on June 30th and December 31st of each year. The mechanism for the evaluation will be the Alexandria Police Departments Program Management Meetings which meet quarterly. This meeting is open to all Police Department staff but requires all Executive Staff and Division Commanders to be in attendance.

ANTICIPATED WORKLOAD, PERSONNEL LEVELS AND POPULATION TRENDS

As part of the budget process, the Alexandria Police Department reviews and projects anticipated workloads for each division, section and unit within each bureau (see organizational chart page 14). Recent workload projections were conducted and conclusions from these workload projections reveal the department is minimally staffed in many operational functions, staffed for current demands in others and understaffed in several support components. The Department underwent a reorganization in 2018 in order to realign and streamline the decision-making process in the department. The reorganization had minimal impact on most staff and has effectively improved the decision-making process in the department.

As retirements have slowed in recent years, resignations continue to be one of the biggest challenges the agency faces and will continue to face in the foreseeable future. The Alexandria Police Department continues to lose ten percent of its sworn workforce each year to other jurisdictions within the National Capital Region employment market which continue to have some of the lowest unemployment numbers in the country. Based on the chart below which is published by the United States Bureau of Labor Statistics, the Alexandria Police Department has a vacancy rate 5.5 percent higher than the unemployment rate for the City of Alexandria.

UNEMPLOYMENT RATES FOR WASHINGTON METROPOLITAN AREA



STATISTICS FOR CALENDAR YEARS 2016-2019:

	2016	2017	2018	Est. CY 2019
Calls for service	71,660	73,093	82,548	*90,648
Arrests	5,356	5,463	5,578	*4,444
Reports	15,714	16,028	14,886	*16,136
Accidents	1,517	1,548	1,141	*1061
Actual Sworn	307	307	327	328
City Authorized Sworn	307	307	313	311
FT Civilian Personnel	106	106	93	84
City Authorized FT Civilian	106	106	102	103
PT Civilian Personnel	26	26	25	22
City Authorized PT	29	29	29	29
City of Alexandria Population	154,892	156,286	156,869	159,200

- Estimated December 31, 2019 numbers in the chart are based on January 1, 2019 thru November 21, 2019 and using average daily numbers to project the year end totals.

POPULATION TRENDS

2018 US Census data estimates:

Commonwealth of Virginia population is 8,517,685

City of Alexandria population is 160,530

City of Alexandria Growth:

14.7 % change from 2010 to 2018

Anticipated/Projected Growth is 2.14% per year

CAPITAL IMPROVEMENTS

In 2017 renovations started on the Alexandria Police Firearms Training Facility. The renovations were implemented to address the removal of airborne lead particles, provide more open space between firing lanes and to aide with lead mitigation. This project will be completed in the first half of 2020 with a partial opening anticipated in the Spring of 2020

In 2020 we look forward to initiating a Capital Improvement Program to budget and implement a real time training facility that can facilitate training for K-9, SOT and Emergency Preparedness.



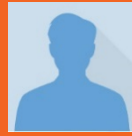
Alexandria Police Department



Michael L. Brown
Chief of Police



Don Hayes
Assistant Chief



Vacant
Office of Communications



Shahram Fard
Commander, Office of
Professional Responsibility



**Michele L.
McCarty**
Assistant Director



Jamie Bridgeman
Commander, Patrol
Division Two & Traffic Unit



Gregg Ladislav
Commander, Patrol
Division One



Dennis Andreas
Commander, Patrol
Division Three



Monica Lisle
Commander
Investigations



Shannon Soriano
Commander
Community Relations



Brenda D'Sylva
Commander
Fiscal Management



Wendy Webb
Commander
Human Resources



Shirl Mammarella
Commander
Emergency Readiness



Christopher Wemple
Commander
Support Services



Phil Antonucci
Commander
Technology &
Data Services

Each Division within the Alexandria Police Department has developed a strategic plan outlining specific goals and objectives which are consistent with these departmental strategic initiatives.

OFFICE OF EXTERNAL AFFAIRS AND PROFESSIONAL RESPONSIBILITY



2020-2022

STRATEGIC INITIATIVES

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MISSION STATEMENT

To promote public trust and effective management through a rigorous internal review process that allows the public and staff to redress grievances concerning the actions of police employees. To serve as a conduit for information and provide for coordination of efforts between the Police Department, other City agencies, the City Manager's Office and City Council in response to requests and inquiries from the public.

STRATEGIC INITIATIVES

Goals	Target Date
Evaluate the management of the Off-Duty Employment program	2021
Explore opportunities to improve communication between APD Command Staff and other City agencies	2022
Increase support of Departmental staff through training	Ongoing
Identify and deliver educational and professional development training for OPR staff to ensure maximum effectiveness of programs	2021
Increase OPR technical capabilities	2021
Increase internal & external transparency and accountability	Ongoing

ORGANIZATIONAL CHART



EXTERNAL AFFAIRS

Description:

The Commander of External Affairs & Professional Responsibility maintains legislative and administrative liaison with other City agencies, the City Manager's Office and City Council to ensure clear lines of communication exists for multiagency projects and problem-solving efforts. The Office works to serve as a clearinghouse for citizen inquiries and complaints.

PROFESSIONAL RESPONSIBILITY

Description:

The Office of Professional Responsibility conducts administrative investigations into serious allegations of misconduct and deadly uses of force by Department employees. The Office assigns and manages less serious cases to other supervisors and commanders that are related to less serious incidents of uses of force and allegations of misconduct. It also compiles and maintains records related to administrative investigations, use of force investigations and unit level inquiries and serves as a clearinghouse for incoming citizen complaints.

Patrol Division



2020-2022

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MISSION STATEMENT

The mission of the Patrol Division is to provide competent, courteous, professional and community-oriented police services. We are committed to maintaining and enhancing a strong and productive partnership with the community to continue to prevent crime, enforce laws, maintain order, and improve the quality of life in all Alexandria neighborhoods. We are dedicated to protecting life and property while assuring fair and equal treatment to everyone.

VISION STATEMENT

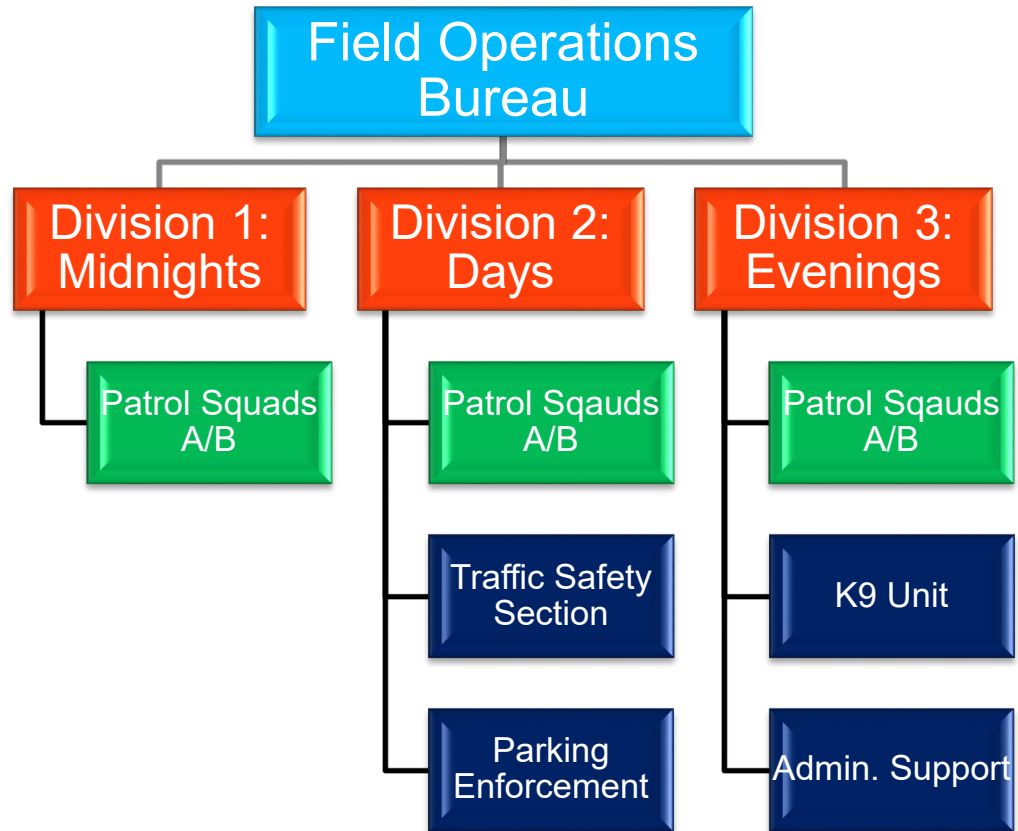
The dedicated men and women of the Field Operations Bureau (FOB), Patrol Division are virtuous law enforcement professionals who stand prepared, ready and vigilant to protect and serve our community. We are committed to providing high-quality community-oriented policing services, while holding true to our mission and values. Our team will expeditiously respond to all emergency and non-emergency calls for assistance from the community.

We commit ourselves to improve the quality of life in Alexandria through education and enforcement of criminal and traffic codes. We openly recognize the physiological and psychological impacts of the law enforcement profession. We promise to be mentors to one another and to provide constructive guidance to our newer officers. We promise to care for each other and be empathic in our professional and personal interactions.

STRATEGIC INITIATIVES

Goals	Target Date
Focus on the Vision Zero concept by recognizing serious accidents and fatality crashes are preventable through proper engineering, enforcement, evaluation and education.	2021
Improve communications within the Traffic and Parking Section with outside City agency stakeholders.	2021
Continue education and training opportunities for Officers, PEO's and Supervisors.	2021
Explore new technology to make enforcing violations more efficient.	2022
Continue to analyze data to be pro-active in enforcement for both traffic and parking.	2021
Improve the weekly SAFE meetings.	2020
Ensure balanced resource allocation.	2020
Increase community engagement efforts.	2022
Support leadership development of staff.	2021
Promote staff resiliency.	Ongoing
Actively participate in the Field Training process.	Ongoing
Evaluate Patrol staffing and shift/squad allocations.	2021
Map and track patrol resources.	Ongoing

ORGANIZATIONAL CHART



PATROL SECTION

Description of Section

The patrol section is separated into three temporal divisions. Division 1 includes the midnight shift squads (A/B). Division 2 includes the day shift squads (A/B), the Traffic Safety Section and Parking Enforcement Unit. Division 3 includes the evening shift squads (A/B), K9 and the administrative officers.

TRAFFIC SAFETY SECTION

Description of Section

The Traffic Safety Section is comprised of motor officers and traffic safety officers. This section developed the departments first Traffic Safety Plan (TSP) in late 2017. The TSP is a comprehensive outline of current traffic safety problems, goals and objectives for the department as well as a full action plan. This plan should be referenced for those items.



PARKING ENFORCEMENT SECTION

Description of Section

The Parking Enforcement Section is primarily responsible for enforcing parking regulations including, but not limited to meters, residential parking districts, City decal enforcement, disabled parking restrictions, tour bus parking restrictions, 72-hours parking complaints, etc.

K9 UNIT

Description of Section

The K-9 Unit is an integral part of Field Operations Bureau (FOB) and work side-by-side with Patrol Officers, Community Policing Officers and the Traffic Safety Section to provide services to the community 24/7 and 365 days a year. The K-9 Teams are also an important resource for detectives and investigators assigned to the Investigations Bureau and Special Operations Team. The K-9 Teams provide demos for the Police Department's Community and Youth Academy's, the Concerns of Police Survivors picnic during police week, and other various community organizations.



Community Relations Division



2020-2022

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MISSION STATEMENT

To actively build positive relationships with the members of our community and develop partnerships with stakeholders within the city of Alexandria.

VISION STATEMENT

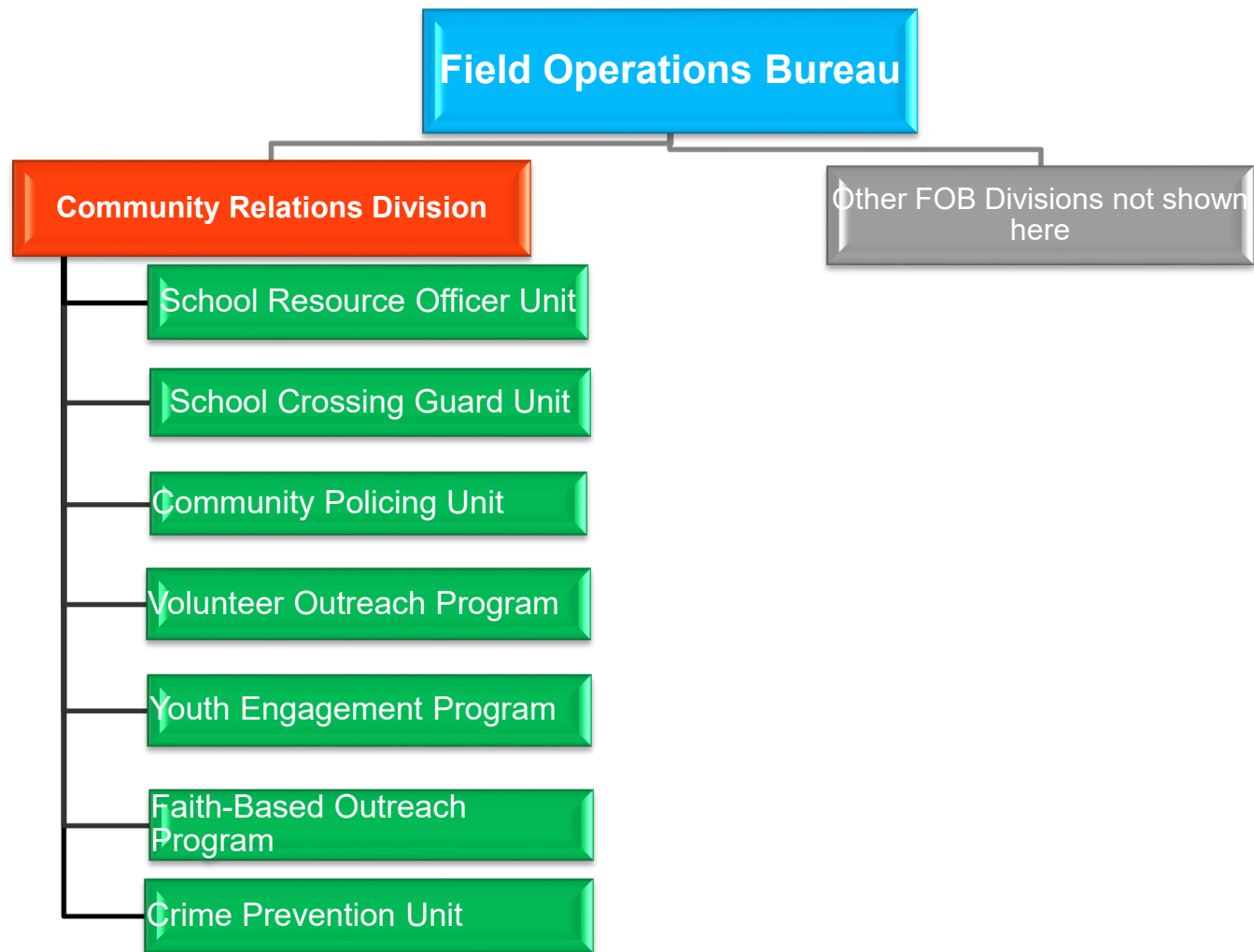
That by working together the members of our community will see the members of the Alexandria Police Department as allies in the struggle for a better and safer community for all. That the partnerships that are established with community stakeholders will bring about more economically and socially stable neighborhoods.



STRATEGIC INITIATIVES

Goals	Target Date
Maintain and support meaningful relationships with ACPS and private schools.	Ongoing
Ensure effective policing strategies to address crime at all public and private schools.	2021
Support youth and community outreach efforts with ACPS students and faculty.	2021
Ensure the safety of the children as they walk to and from school.	2020
Evaluate and enhance policing philosophy and development.	2021
Consolidate and improve community policing functions.	2021
Continue to provide support and enhance the volunteers program.	Ongoing
Create and maintain partnerships with other city youth agencies.	2022
Establish and maintain existing partnerships with Faith-Based groups and individuals.	2021
Ensure Crime Prevention Unit is effectively staffed and functional.	2021
Develop positive relationships with youth in the community	2022

ORGANIZATIONAL CHART



SCHOOL RESOURCE OFFICER UNIT

Description of unit

The School Resource Officers Unit (SROU) places sworn police officers into the public middle schools, ninth grade center, and high school of the Alexandria City Public Schools (ACPS). School Resource Officers serve as a liaison between the faculty and students of the schools and the police department. They are charged with ensuring order and safety within their designated schools.

SCHOOL CROSSING GUARD

Description of section

School Crossing Guards (SCGs) are selectively posted at points around each of the City's 13 public elementary schools to ensure the safety of children and pedestrians crossing streets as they report to and depart from school each day. These uniformed "Guardian Angels" are a familiar presence to children and parents and many in the Unit have tenures of service to the community that literally span generations. The dedicated members of the Crossing Guard Unit are primarily responsible for the posting of perfect safety records year after year in Alexandria.

COMMUNITY ORIENTED POLICING SECTION

Description of Section

Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. The Community Oriented Policing Section (COPS) assigns sworn police officers to specific neighborhoods. The COPS Officers actively build positive relationships with the residents of their neighborhood. They have the responsibility of ensuring order and safety within their designated communities.

VOLUNTEER PROGRAM

Description of Section

The Volunteer Coordinator is responsible for the management of the Volunteer Program and all volunteer activities in the police department. This program provides support to different sections within the police department so that staff can perform more tasks related to crime prevention and law enforcement activities. The program also provides opportunities for students to volunteer or earn academic credit through structured internships. While the Volunteer Program has been extremely successful, there are opportunities to expand and grow the number of volunteers that work within the police department.

YOUTH ENGAGEMENT PROGRAM

Description of Section

Engaging with the youth in our community through summer enrichment programs such as Jr. Police Academy and the Police Youth Camp. There are also school year partnerships with ACPS and the Department of Recreation, Parks and Cultural Activities, and clubhouse activities at the Alexandria Boys and Girls Clubs. To intentionally develop and foster relationships between police and young people as they are working, learning, and having fun together. This helps facilitate positive relationships and open lines of communication.

FAITH-BASED OUTREACH PROGRAM

Description of Section

Community policing is not just about the relationship between individual neighborhood residents. It is also about the relationship between law enforcement leaders and the leaders of key institutions in a community such as the church and other faith-based organizations. The program coordinator will be responsible for building a network of faith-based organizations

working collaboratively with the Police Department to improve the quality of life within its faith community and surrounding neighborhoods. This will include helping faith-based organizations build their capacity and leadership to meet community needs, particularly related to crisis situations and racial and ethnic relations.

CRIME PREVENTION UNIT

Description of Section

The Crime Prevention Unit coordinates the Department's efforts to minimize crime through environmental planning and design (CPTED), community relations functions, and works to reduce or eliminate crime opportunities through citizen involvement in crime resistance. The Crime Prevention Unit also coordinates the Neighborhood Watch, Business Watch, and the National Night Out programs.

INVESTIGATIONS DIVISION



2020-2022

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MISSION STATEMENT

The mission of the Investigations Division is to investigate and resolve complex criminal incidents through professional partnerships, technology and well-trained staff. The use of internal and external referrals will be used to ensure an expanded services approach to all that encounter the criminal justice system

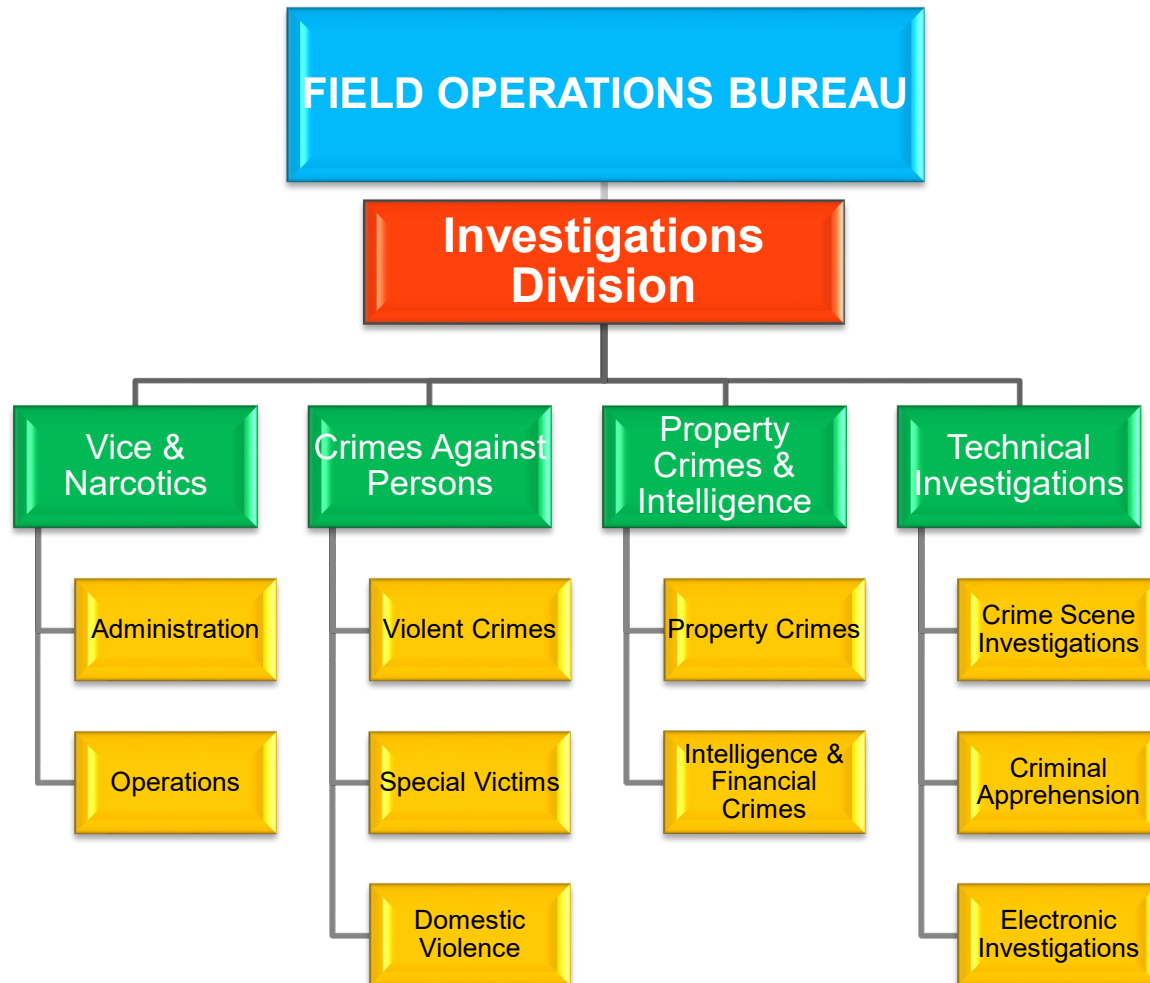
VISION STATEMENT

Close all criminal investigations by identifying those responsible. Ensure referrals are provided where necessary and as needed to help bring a sense of calm and order to those impacted by incidents of crime and disorder. Overall CID Strategic Initiatives:

STRATEGIC INITIATIVES

Goals	Target Date
Expand the use of technology	2022
Increase investigative capacity and expertise	2021
Safety of key populations	2021
Develop staff resiliency and training	2021
Provide investigative notifications through collaboration and coordination	2022
Review formal cooperative agreements that the CID maintains with local, state and federal partners to assist in mission	2021

ORGANIZATIONAL CHART



INVESTIGATIONS DIVISION

Description of Section

The Investigations Division is comprised of four sections, including: Vice & Narcotics, Crimes Against Persons, Property Crimes & Intelligence, and Technical Investigations.

FISCAL MANAGEMENT



2020-2022

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MISSION STATEMENT

The Fiscal Management Unit is committed to providing timely, accurate, clear and complete information and support to the Alexandria Police Department.

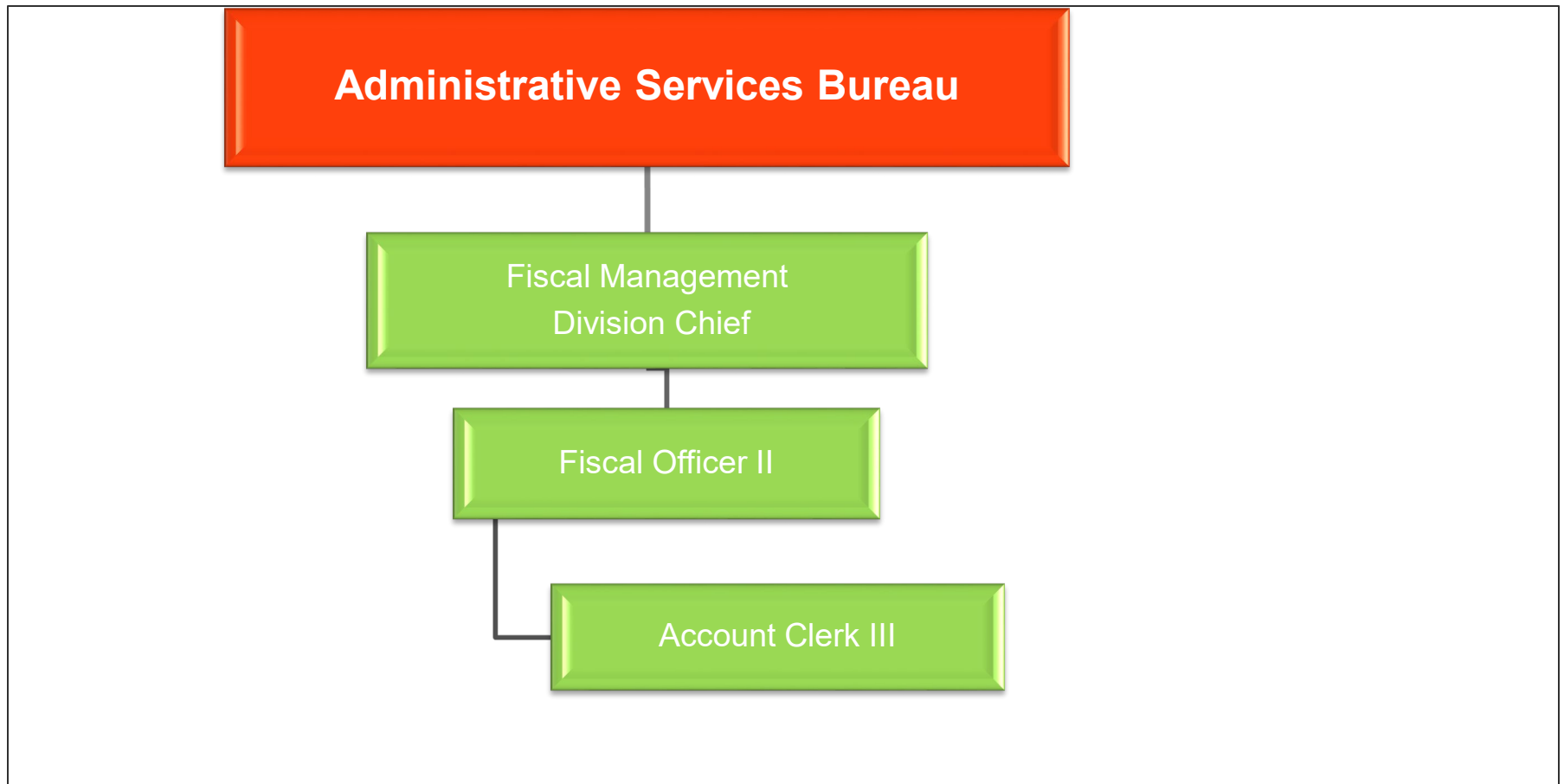
VISION STATEMENT

The Fiscal Management Unit will be recognized as proactive, result-driven partners with the police department that offer operational and strategic financial management. We continue to strive to sustain the current spending practices while remaining responsible and operating within the City's established purchasing policies.

STRATEGIC INITIATIVES

Goals	Target Date
Develop innovative education and administrative training programs	2020
Create a structured spending plan for Asset Forfeiture Funds	2020
Establish Policy and Procedures for Federal / State Task Forces & Funding	2020
Monitor efficiency and compliance of departmental programs	Ongoing
Grant Management	Ongoing
Priority Based Budgeting	2020

ORGANIZATIONAL CHART



FISCAL MANAGEMENT UNIT

Description of Unit

The Fiscal Management Unit works with the Chief, Captains and Civilian Commanders to develop and manage the budget of the Police Department. Staff oversee and evaluates the funding demands within the agency and ensures that purchasing policies are adhered to and consistent with the department's mission.

EMERGENCY READINESS & OPERATIONAL PLANNING DIVISION



2020-2022

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MISSION STATEMENT

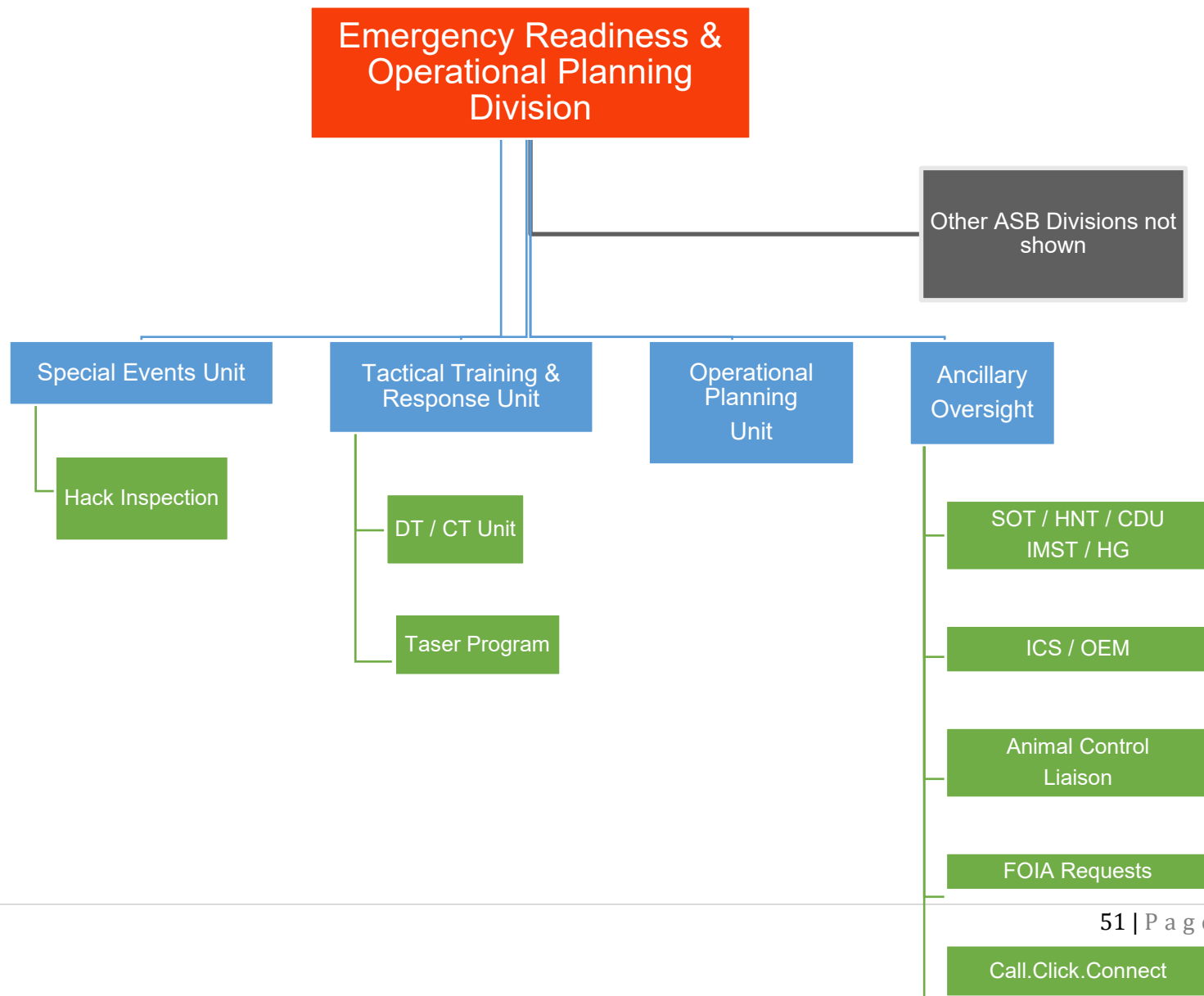
The Emergency Readiness and Operational Planning Division (EROPD) provides unique skills, tactics, and asset-based assistance in support of planned and unplanned events and emergencies. The overall goal is to ensure agency emergency preparedness and effective response to planned and spontaneous events and incidents. The units and teams in this division exercise critical judgment regarding a broad spectrum of policies, training, fiscal oversight, program management, long-term asset purchases, and community outreach. The full-time units within EROPD are the Special Events Coordinator, Tactical Training & Response Unit, Hack Inspection, and Operational Planning Unit. EROPD is also responsible for oversight of the agency's critical ancillary functions and acts as liaison to the Alexandria Office of Emergency Management. These ancillary functions consist of the Special Operations Team (SOT), Hostage Negotiation Team (HNT), Civil Disturbance Unit (CDU), Incident Management Support Team (IMST), Honor Guard (HG), Incident Command System (ICS) resources, and the Defensive Tactics instructor team. The ancillary functions have critical missions in response to planned events and unplanned tactical and environmental crises (such as hostage barricades, protest/counter-protest incidents, and weather event response). Therefore, these functions require a high level of training to ensure appropriate and defensible incident response and resolution.

VISION STATEMENT

As an agency, we need to become more fluent in ICS through exercises, training, and liaising with the Alexandria Office of Emergency Management (OEM) and Fire Department (AFD) to gain comfort and experience. EROPD will identify training opportunities and seek to convert existing plans and policies into ICS/NIMS-compliant versions. EROPD units will regularly provide input and messaging into, as well as draw strategic support mission priorities from, the updated strategic process. EROPD should look for opportunities to support other agencies, community groups, and non-governmental organizations within Alexandria and the region.

STRATEGIC INITIATIVES

Goals	Target Date
Budget and implement a real time training facility that can facilitate training for K-9, SOT and Emergency preparedness.	2022
Develop an Alexandria High Threat Committee to address City level readiness with major stakeholders.	2021
Develop a responsive organizational structure that ensures efficient deployment of resources in emergency situations.	Ongoing
Develop and Prepare a comprehensive training plan to address Active Violence preparedness.	2022
Ensure the Department maintains and trains in the most updated less-lethal force options.	Ongoing
Conduct regular high risk/high frequency training.	Ongoing
Budget and plan to replace HNT specialty vehicle.	2022



ORGANIZATIONAL CHART

SPECIAL EVENT COORDINATOR

Description of Section

The Special Event Coordinator (SEC) provides coordination, planning, and coverage for City special events such as parades, festivals, foot races, and other large public gatherings. The Special Event Coordinator works closely with the department's specialized units so that events may be properly evaluated for logistical and safety concerns. The SEC is also personally responsible for payroll/payment of events, to include reimbursement from outside agencies/vendors. All City-based events (occurring in or requiring permits by) that require APD approval are handled by this position.

TACTICAL TRAINING & RESPONSE UNIT

Description of Section

The Tactical Training & Response Unit (TTRU) is responsible for providing training to all sworn officers in police tactics and survival skills. TTRU is responsible for managing the Department's Taser program and Defensive Tactics Team (all members of TTRU are also DT and Firearms instructors). All members of TTRU are also members of the Special Operations Team and serve as a rapid response force in support of Vice/Narcotics missions (e.g., coverage for buy-busts, vehicle take-downs, etc.), Criminal Apprehension Unit, and other short/no-notice tactical assignments as needed.

CONTROL TACTICS TEAM

Description of Section

The Control Tactics Team (CT) is an ancillary function staffed by personnel from other organizational entities, specifically trained as Control Tactics Instructors. CT is responsible for training on all issued weapons other than firearms, conducting and maintaining proficiency records on annual training (covering less-lethal weapons, non-lethal weapons, and lethal force), and conducting reality-based training consistent with current training trends. Oversight for this function is managed by the Tactical Training & Response Unit (TTRU) within Emergency Readiness & Operational Planning Division. There are a limited number of non-TTRU members on this team who support TTRU when training the agency on force-based tactics.

HACK OFFICE

Description of Section

The primary responsibility of the Hack Inspector's Office is enforcement and regulation of Taxi companies, Taxi Drivers and Taxi Cabs operating in the City of Alexandria and at Reagan National Airport under City license.

OPERATIONAL PLANNING

Description of Section

Operational Planning is a function within the Administrative Services Bureau. It will seek to coordinate long-term strategic planning as well as research and analysis of various police functions, including gathering assistance from public and private research entities. Operational Planning will provide primary support to Executive Management in several areas, including research projects, legislation review, and response to inquiries received from internal and external sources. Operational Planning is intended to assist the Chief and various bureaus/divisions determine policies and guidelines for police activities and operations in the department. Operational Planning may also review the function, mission, staffing, and allocation of resources to the various divisions, sections, or units of the department.

SPECIAL OPERATIONS TEAM

Description of Section

The Special Operations Team (SOT) is an ancillary function staffed by personnel from other departmental entities. Membership is determined through a competitive vetting process, firearms and physical fitness standards are mandated. SOT responds to hostage/barricade situations and serves high-risk search warrants, as well as provides tactical support for planned events like parades and Police Week. Oversight for this function is managed by the Emergency Readiness & Operational Planning Division. The team is authorized 24 operators (excluding the commander, K9, TSU, and EMS elements) and is currently at 21 members. The team is supported by K9 (2 SOT-trained teams), the Technical Services Unit, and the Tactical Operations Center (TOC). None of its members are full-time assigned to SOT.

HOSTAGE NEGOTIATION TEAM

Description of section

The Hostage Negotiations Team (HNT) is an ancillary function staffed by personnel from other organizational entities. Membership is determined through a competitive vetting process. When deployed, HNT's mission is to establish and maintain communication with

person(s) involved in a hostage/barricade situation with the goal of bringing the situation to a peaceful conclusion. Oversight for this function is managed by the Emergency Readiness & Operational Planning Division.

CIVIL DISTURBANCE UNIT

Description of section

The Civil Disturbance Unit (CDU) is an ancillary function staffed by police officers specifically trained in tactics to prevent, contain, or neutralize civil disobedience. The primary goal of this unit is to disperse the crowd and restore order, while utilizing appropriate levels of force. The secondary goal is the physical arrest of obvious civil disturbance leaders and participants. Oversight for this function is managed by the Emergency Readiness & Operational Planning Division.

INCIDENT MANAGEMENT SUPPORT TEAM

Description of section

The Incident Management Support Team (IMST) is an ICS-based ancillary function staffed by police sergeants and officers from a variety of assignments within the department. This is a voluntary assignment based on interest but requires that members not be part of other ancillary teams. IMST is responsible for providing a variety of resources during ICS situations. Oversight for this function is managed by the Emergency Readiness & Operational Planning Division.

HONOR GUARD

Description of section

Honor Guard (HG) is an ancillary function staffed by police officers from a variety of assignments within the department. It provides formal color teams for funerals and other special events and functions. Honor Guard portrays a high-visibility professional image.

ANIMAL CONTROL LIAISON

Description of section

The Emergency Readiness & Operational Planning Division provides limited oversight and guidance to the City's Animal Shelter only in the specific area of Animal Control enforcement as specified by contract. The primary oversight for the Animal Shelter is by General Services.

Emergency Readiness & Operational Planning Division staff work cooperatively with the Animal Welfare League of Alexandria (AWLA) to ensure the proper service response to animal emergencies, investigations, and prosecution of criminal offenses involving animals. The AWLA employs sworn Animal Control Officers (ACOs) and nonsworn Emergency Service Technicians (ESTs) who are trained to handle animal incidents and emergencies.

HUMAN RESOURCES RECRUITMENT&TRAINING



2020-2022

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MISSION STATEMENT

Guides and supports the strategic direction of the department by recruiting, hiring and retaining a diverse workforce while providing innovative solutions to organizational and human resource issues. Enhance the positive attributes of the Department by providing career development and training to increase the knowledge, skills and abilities of all staff. We are committed to establishing and implementing sound policies for equitable treatment; and promoting a healthy professional environment built on respect for diverse perspectives and transparency.

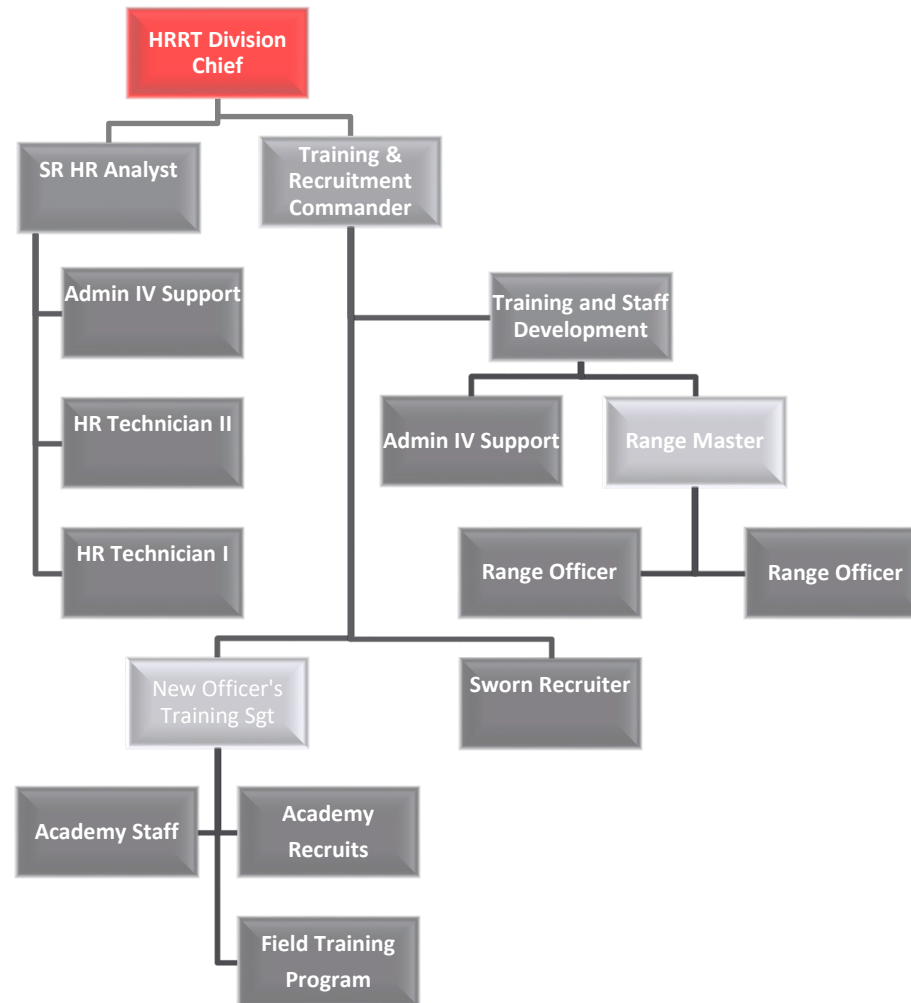
VISION STATEMENT

We aspire to build partnerships with all management levels, seek to implement human resource best practices and innovative solutions, invest in professional development to build our future department leaders, and create and promote a culture which values a healthy work-life balance for all employees.

STRATEGIC INITIATIVES

Goals	Target Date
To ensure the recruitment, hiring and retention of the most qualified and talented employees.	2022
Develop and implement progressive and innovative training to enhance the career development of staff.	2021
Develop and implement the best industry practices for firearms training.	Ongoing
Implement a Wellness Program to ensure a healthy work-life balance for all employees.	2022

ORGANIZATIONAL CHART



HUMAN RESOURCES

The Human Resources and Recruitment Section partners with the Department to provide professional HR services including overseeing the recruitment and hiring for sworn and non-sworn staff; ensures compliance with labor laws and employee's rights; maintains employees files; assists with performance issues; manages payroll and the administration of workers compensation and Family Medical Leave Act (FMLA) programs.

SWORN RECRUITMENT

The Sworn Recruitment Unit partners with outside organizations and the community to recruit candidates for sworn positions. This Unit is responsible for the identification of targeted populations to ensure a diverse selection pool for consideration for hire. In addition, the unit manages the applicant's selection and on-boarding of new officers.

TRAINING AND STAFF DEVELOPMENT

The Training and Staff Development Section (T&SD) ensures the training needs of all departmental staff (sworn and civilian) are met. The Section consists of a dedicated workforce that is responsible for the following: coordination of mandatory in-service training and all other proficiency and qualification training programs; maintenance of training records; distribution of information regarding training opportunities; identification of new training opportunities; preparation of training materials; supervision of pre-academy recruit officers; APD academy staff; academy recruit officers; new officer's patrol training; firearms training; and maintaining an inventory of all employees' skills, knowledge and abilities.

NEW POLICE OFFICER TRAINING UNIT

The New Police Officer Training Unit is responsible for the oversight and management of Pre-Academy training at APD Headquarters, Recruit Officers at the Northern Virginia Criminal Justice Academy during Basic Training, and the Field Training Officer (FTO) Program. In addition, the Unit supervises our instructor staff assigned to the Academy.

RANGE OPERATIONS

The Range Operations Unit is responsible for the training and qualification of all sworn employees, in us of all Department issued weapons, firearms-related equipment, and firearms-related tactics. The Range Master serves as the Department's liaison with the Northern Virginia Criminal Justice Academy; and ensures compliances with the Virginia Department of Criminal Justice Services' firearms standards.

TECHNOLOGY, DATA & ANALYSIS DIVISION



2020-2022

STRATEGIC INITIATIVES

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MISSION STATEMENT

The mission of the Technology Data and Analysis Division (TDAD) is to ensure the exceptional collection, storage, dissemination, and analysis of department data and information through the implementation and maintenance of quality information systems and technologies, coupled with sound policies and best practices.

VISION STATEMENT

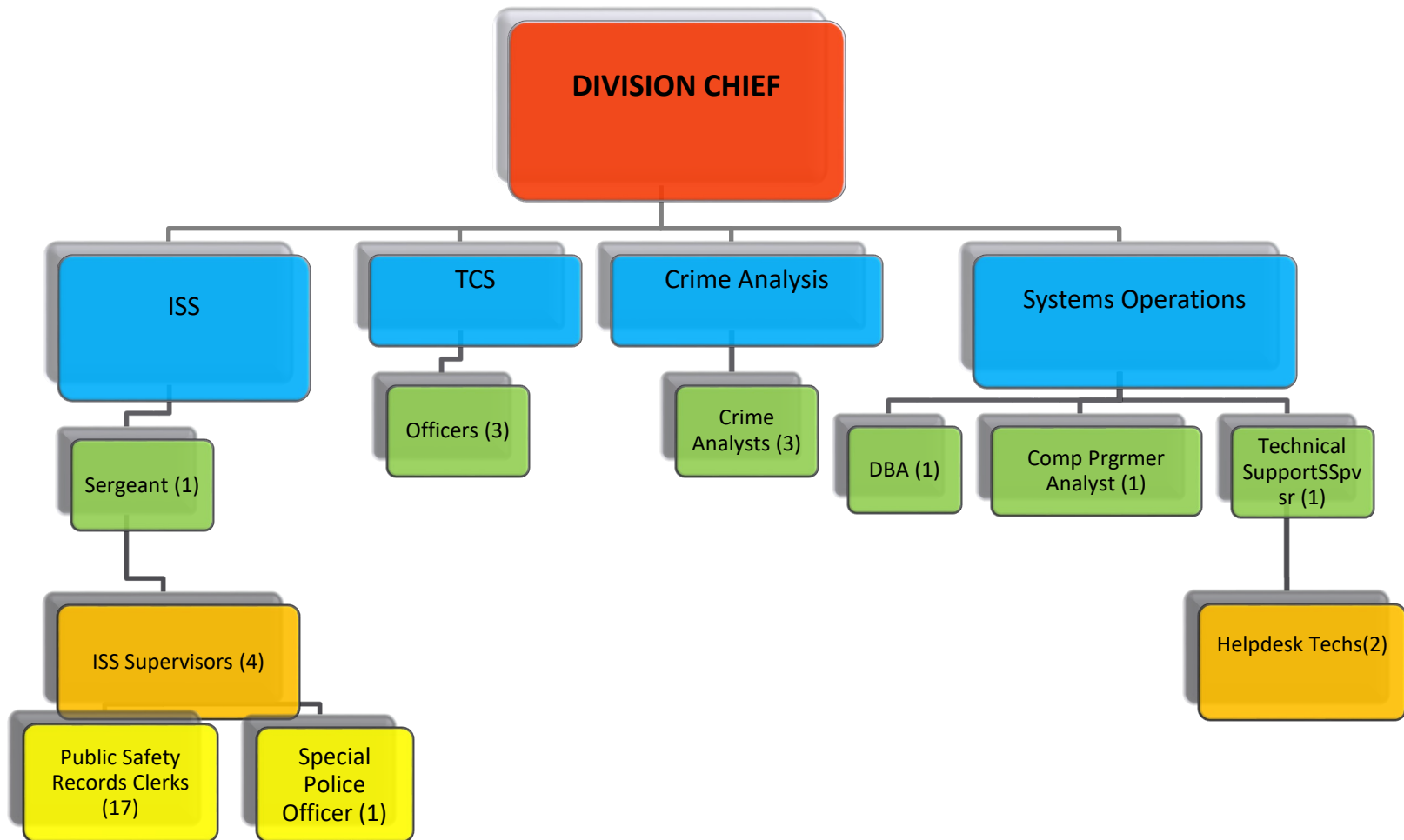
TDAD will continue to partner with operational and administrative units to improve operations by thoughtfully implementing innovative automated systems that meet or exceed department business needs. We strive to make information accessible to all staff, while continuing to focus on the improvement of both the timeliness and accuracy of data. TDAD will provide in-depth analyses of relevant information to assist with the strategic, tactical, and administrative objectives of department and City partners. Working with these partners, we will explore the use of new data elements and/or shared data sets to further explore potential relationships and proactive solutions.



STRATEGIC INITIATIVES

Goals	Target Date
Implement, maintain, and enhance operational hardware and software.	Ongoing
Implement, maintain, and enhance departmental technologies and data.	Ongoing
Maintain data quality, accuracy, and timeliness records of departmental and efficiently respond to requests for information.	Ongoing
Provide tactical, strategic, investigative/intelligence, and administrative analysis to all levels of the Department.	Ongoing

ORGANIZATIONAL CHART



TACTICAL COMPUTER SECTION

The Tactical Computer Section (TCS) responsibilities encompass assessing, implementing, and maintaining a comprehensive mix of software and hardware used by operations in the field. TCS maintains the Department's fleet of 345 Panasonic Tough books and associated hardware. TCS staff maintains the web based mobile intranet and Field Based Reporting software. This section evaluates emerging technology, continuously trains users, and troubleshoots user and system problems. TCS, as requested, provides support to the Sheriff's Department, Fire Department, and NOVA Police mobile computer fleets.

SYSTEM OPERATIONS SECTION

The System Operations Section includes the Technical Support Unit (TS). Together they are responsible for all technical support, maintenance, administration, and enhancement of core IT hardware/software used within the Department. APD relies on unique, public safety specific technologies to meet its mission. Systems Operations staff are subject matter experts of these technologies and our users – lending to excellent, direct customer service. Systems Operation staff also works closely with central IT on matters related to enterprise software (email etc.), maintaining good communication and relationships.

INFORMATION SERVICE SECTION

The Information Services Section (ISS) is responsible for the collection and dissemination of police incident and crash reports. ISS houses all open criminal warrants and protective orders – maintaining a 24/7 support section. ISS monitors the Department's VCIN and NCIC machines to ensure all warrants, runaways and stolen items "hits" are handled promptly and correctly. The Telephone Reporting Unit (TRU) is managed through ISS and completes approximately 20% of all police reports that are written.

CRIME INFORMATION SERVICE SECTION

The Crime Analysis Section (CAS) provides tactical, strategic, investigative/intelligence, and administrative analysis to all levels of the Police Department, from patrol to Command staff. CAS looks for emerging trends, patterns and series (both local and regional), and then provides this information in the form of reports, maps, and bulletins. In addition to providing analytical products to the Police Department, CAS is frequently tasked with providing crime data for officers to present to the community, City Departments, and political leaders.

SUPPORT SERVICES DIVISION



2020-2022

STRATEGIC INITIATIVES

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MISSION STATEMENT

The mission of the Support Services Division (SSD) is to provide outstanding administrative support to all divisions of the Alexandria Police Department by ensuring the accurate storage of evidentiary items, providing the best uniforms and equipment to staff, confirming all policies and directives are in accordance with the Department's mission while complying with CALEA standards and all state and federal laws, and providing employees and visitors with a safe and clean environment.

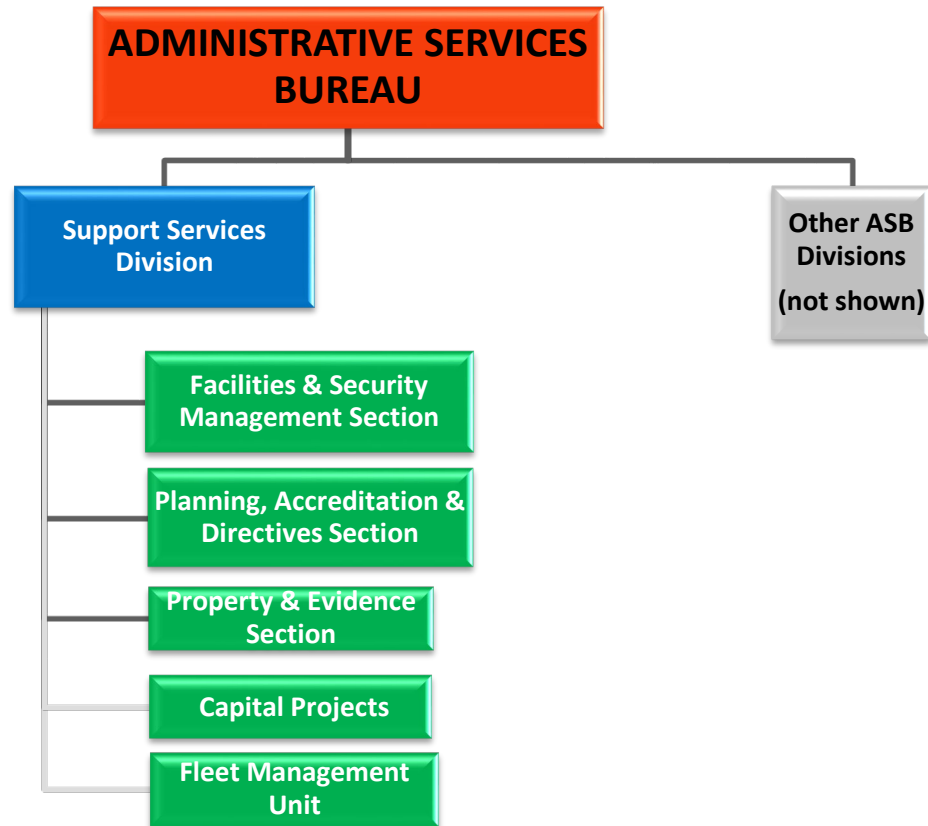
VISION STATEMENT

The SSD will continue to invest time and money in its employees to ensure they are properly trained and motivated to continue delivering exceptional service to Department staff and the Alexandria community. The division will continue to encourage creative problem solving and will research and implement technology and equipment that will assist SSD staff in its daily operations.

STRATEGIC INITIATIVES

Goals	Target Date
Enhanced physical security.	Ongoing
Improve inventory management and control.	Ongoing
Prepare to meet the agency future needs.	Ongoing
Improving management and composition of the fleet.	Ongoing
Develop inspection and program evaluation capacity	2020

ORGANIZATIONAL CHART



FACILITIES & SECURITY MANAGEMENT SECTION

Description of Section

The Facilities & Security Management Section (FSMS) provides facility maintenance and security/surveillance support to the APD Headquarters, Range, and K9 facilities.

AUDITS, ACCREDITATION, AND DIRECTIVES SECTION

Description of Section

The Audits, Accreditation and Directives Section (AAD) has the responsibility of assisting the Chief of Police and the command staff in researching and formulating Department policies and procedures and implementing them by means of the written directives system; oversees forms design and control; performs duties necessary to ensure compliance with accreditation standards and serves as the Department's accreditation manager; provides planning and research assistance to all components of the Department. The reorganization within the agency and migration to the recently published CALEA 6th Edition Standards manual will require a complete revision of the 162 policies within the Police Directive Manual. Maintaining re-accreditation assessment preparedness is an on-going process that demands constant oversight.

PROPERTY & EVIDENCE SECTION

Description of Section

The Property and Evidence Section (PES) has the responsibility of securing and storing all property and evidence that comes into the Department's possession. It also has the responsibility of purchasing, managing and issuing all Department uniforms and equipment.

FLEET MANAGEMENT UNIT

Description of Unit

The Fleet Management Unit is responsible for ensuring the readiness of all departmental vehicles, which includes purchase orders, repairs, tracking maintenance schedules and operating costs. The unit also provides administrative and planning support activities including locating vendors, researching vehicle type options, energy efficient options, etc.